

Date: April 16, 2025

To: Dannel Malloy, Chancellor
University of Maine System (UMS)

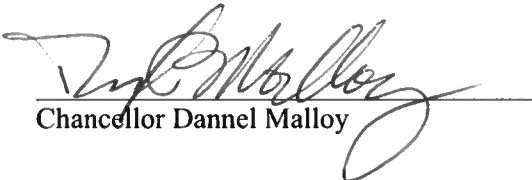
From: Jeffrey St. John, VCASA \S

Regarding: New Program Addition, Master of Science in Digital Marketing Analytics, USM

Please find the attached program proposal from the University of Southern Maine to offer the Master of Science in Digital Marketing Analytics. The attached materials include documentation of university-level support, including approval from the President and the full program proposal.

The Chief Academic Officers Council reviewed and recommended the proposed addition of the Master of Science in Digital Marketing Analytics on January 23, 2025. I also recommend this program addition.

I approve	I do not approve for the reasons listed below	Additional information needed for decision	Action
✓			Recommend M.S in Digital Marketing Analytics at USM



Chancellor Dannel Malloy

4.16.25
Date

Maine's Public Universities

University of Maine • University of Maine at Augusta • University of Maine at Farmington
University of Maine at Fort Kent • University of Maine at Machias • University of Maine at Presque Isle
University of Maine School of Law • University of Southern Maine

University of Maine System

Graduate Program Proposal

I. University of Southern Maine School of Business M.S. in Digital Marketing Analytics

Executive Summary

The proposed Master of Science (M.S.) in Digital Marketing Analytics at the University of Southern Maine (USM) School of Business aims to equip professionals with the essential skills and knowledge to excel in a data-driven marketing environment. As digital marketing continues to dominate a significant share of media spend, with 57.1% of budgets allocated to digital channels in 2024, the need for specialized education in this field is critical. This program will prepare students to make informed, data-driven decisions that enhance business performance and competitiveness in a rapidly evolving digital landscape.

"USM's plans for expanding its Digital Marketing and Graduate Program offerings with the Masters in Digital Marketing Analytics sounds like an outstanding direction. There seems to be an unlimited number of opportunities for professionals with expertise and experience in Digital Marketing, and particularly in the area of Analytics." –David Swardlick, Brand Development & Marketing Strategist, ERI Design

Program Highlights:

- **Flexible Learning Pathways:** Offered through online and low-residency formats, the program features 8-week courses, providing students with experiential and application-focused learning.
- **Cutting-Edge Curriculum:** The program covers vital topics such as search engine optimization (SEO), search engine marketing (SEM), web analytics, AI, and augmented/virtual realities. The curriculum is designed to reflect current industry trends and best practices.
- **Industry Partnership:** Developed in collaboration with the local business community, the program includes hands-on learning opportunities such as digital marketing practicums, enhancing real-world application and networking opportunities.
- **STEM Designation:** Students can potentially receive a STEM designation, which further enhances career prospects.

Learning Outcomes: Graduates will:

1. Implement digital marketing strategies driven by data.
2. Optimize conversion rates through digital channels.
3. Master SEO, SEM, and web analytics techniques.
4. Harness big data for marketing research.
5. Understand consumer behavior across multiple digital platforms.

Documented Market Demand: The demand for digital marketing professionals is growing, with a projected 8.3% increase in jobs for market research analysts and 36% for data scientists over the next decade. Despite this growth, graduate programs in digital marketing analytics are rare, with only 1.1% market share. USM's program is uniquely positioned to fill this gap and attract students in an emerging field with limited competition.

Program Content & Structure:

- **30 credit hours for the M.S. degree**, designed to be completed in one year. • **Comprehensive curriculum** covering SEO, SEM, digital advertising, data visualization, and e-commerce, alongside certifications from platforms like Google and IBM. • Courses include **Digital Marketing Strategies**, **Big Data Analysis**, and **Digital Marketing Channels**, culminating in a practical digital marketing capstone.

Conclusion: With significant local demand, favorable industry trends, and a unique program offering, USM's Digital Marketing Analytics program is poised to become a leader in preparing professionals for the high-demand, fast-evolving digital marketing landscape. The program offers a competitive advantage by combining practical experience with cutting-edge knowledge, meeting both market and student needs.

II. Program Objectives

Many organizations rely on digital marketing data to understand their customers' needs and expectations. Digital marketing allows organizations to make data driven decisions in a very competitive marketing landscape. Organizations collect, organize, analyze, and interpret digital data from multiple channels including websites, emails, and various social media platforms. One of the tasks of the social media analyst is to assess organizations performance by delving into companies, customers, and competitors data.

According to Gartner (May 2024), digital dominates a growing share of paid media spend, taking 57.1% of budgets in 2024, up from 54.9% in 2023. Top channels include search (13.6%), social advertising (12.2%) and digital display advertising (10.7%). Among offline channels, event marketing (17.1%), sponsorship (16.4%) and TV (16%) were the top channels for investment.

The objective of this program is to provide career professionals with practical digital marketing analytics knowledge to make informed decisions for the benefit of their organizations while reinforcing the digital strategies and tactics necessary to make data actionable. The various topics explored in courses of this program include but are not limited to search engine optimization, search engine marketing, web analytics and digital key performance indicators, digital data collection methods, web design and content development, Omni channel strategy, mobile payment technologies, digital decision-making, use of advance technologies like AI and augmented and virtual realities, etc.

USM School of Business M.S. in Digital Marketing Analytics highlights:

- Online pathway as well as a cohort based, low residency format with 8-week block courses
- Experiential and application focused
- Constantly evolving to include current and innovative best practices in action
- In partnership with the local business community
- 30 credit hours (M.S.)
- Opportunity for STEM designation

Learning Outcomes—Students enrolled in this program will:

- Outcome #1: Demonstrate an understanding of the implementation of digital marketing strategy based on data driven decisions
- Outcome #2: Demonstrate an understanding of the role of conversion optimization
- Outcome #3: Learn the mechanism of search engine optimization and search engine marketing
- Outcome #4: Learn the importance of big data for digital marketing research
- Outcome #5: Demonstrate an understanding of consumer needs by exploring various digital channels

Additional learning objectives and tactics include:

- Define digital marketing and understand the role it plays in successful business strategy.
- Identify the elements of successful website, mobile, and social marketing strategies.
- Understand how search engines work, and use this knowledge to make recommendations to improve organic search rankings.
- Create a search engine marketing campaign and evaluate effectiveness, including recommended changes that will improve conversion rate.
- Create an online display ad campaign and measure its ROAS (return on ad spend).
- Determine the appropriate KPIs to assess website performance.
- Make appropriate recommendations for ecommerce and email marketing to improve overall digital marketing effectiveness (conversions).
- Utilize knowledge of social media tactics to design an effective social media campaign.
- Implement online reputation management tactics to improve branding.

III. Documented Evidence of Need

A. Regional Needs—Hanover & Lightcast Data

Hanover academic program data shows favorable indicators for starting a graduate program in Digital Marketing Analytics. Specific metrics on graduate student completions, graduate programs, and employment growth projections are shown below for graduate programs in

marketing, digital marketing, and business analytics.

Graduate Programs:

- Marketing 136 programs
- Digital marketing 8 programs

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- Business analytics 72 programs

Completions:

- Marketing programs saw 2226 completions (790 average across all graduate programs)
 - Digital marketing programs saw completion growth up 61% from 2022-2023
 - Business analytics programs saw completions increase nearly 300% from 2022-2023
- 10-Year Projected Employment Growth:

- Market research analysis and marketing specialist, 8.3% projected growth. Average salary \$84,600.
- Marketing managers, 8.2% projected growth. Average salary \$167,400.
- Web and digital interface designers, 7.9% projected growth. Average salary \$106,000.
- Labor outlook and data scientist, 36% projected growth. Average salary \$121,700.

Additionally, **Lightcast Q3 2024** data shows marketing, project management, customer relationship management, and programming languages as specialized skills that are 'rapidly growing' and in high demand and indicates growth in the occupational areas most relevant to this degree. Data show marketing and marketing management graduate programs hold 65% of the market share. However, graduate *digital* marketing programs only hold 1.1% of the market share and they're very few graduate level *digital marketing analytics* programs. There has also been a 200% increase in online degree completions in marketing related graduate programs.

The Association to Advance Collegiate Schools of Business (AACSB), the USM School of Business accrediting body, reports over 660,000 students enrolled in a master's program at AACSB accredited business schools in 2023-24. This represents 30% growth over the last decade and a 13% enrollment growth in graduate business programs over the past six years. More than 50% of that growth has been in business specialist programs constructed to meet changing industry needs.

In sum, the data indicates competitive conditions support a new degree program in marketing and suggest increasing completions particularly for programs that can differentiate themselves from competitors. Labor demand shows occupations in this field are expected to grow more than twice the average rate. AACSB shows growth in specialized business graduate education and a Digital Marketing Analytics graduate program is well positioned to attract students entering a growing labor market. While there is demand, there are few competitors currently in the specific digital marketing analytics space. There is a real opportunity to fill an emerging market need with a high quality instruction focused on digital marketing analytics.

B. Evidence from Surveys

Work conducted by the Maine Center for Business and Economic Research in the Spring 2024 semester supports the need for advanced digital marketing education. For this study, a digital

marketing best practice audit was developed and conducted with seven companies in the microbrewing industry (2 small, 2 mid, 2 large, and 1 service provider). Results of this intensive review indicated that the microbrewing industry in Maine has many opportunities related to

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market development using digital marketing. A summary of results of this work are included in the appendix.

Additional business community survey work is ongoing and will serve to inform curriculum refinement.

C. Programmatic Needs

There is local student demand for greater digital marketing coursework. Our undergraduate marketing major is one of the fastest growing in the USM School of Business (growing from 87 students in 2020 to 152 currently) with particular demand for our digital marketing, and related, courses. These courses are often over enrolled and have substantial waitlists. This master's program will provide opportunities for students looking to advance their digital marketing analytic skills and knowledge.

D. Survey of Similar Programs

1. Montclair State University, Master's in Digital Marketing Analytics (30 Credits) The program is designed for professionals who seek knowledge in business analytics and digital marketing practices.

Courses

- Data wrangling and analysis • Market analysis and customer insights
 - Social and mobile media: Fundamentals and
- Practicum in E-commerce • Digital marketing analytics strategy
- Introduction to data mining for business • Digital customer experience
 - Integrated digital advertising Omni-channel retailing
- Data visualization
- Digital marketing analytics
- Applied statistics for business analytics • Applied marketing management • Business analytics practicum

2. Oregon State University, DMA Concentration in Business Analytics Program (37-39 credits, 1 calendar year)

Learners obtain the technical tools to understand and predict trends and consumer behavior. Analyze data to help solve marketing problems

Courses

- Introduction to business analytics • Digital marketing platforms • Data management • Search marketing

- Data exploration and visualization • Customer relationship management 5

- Machine learning and text mining for business • Consumer behavior

- Integrated marketing analytics project • Integrated marketing communications

3. MIT, Executive Certificate in Digital Business/Online (2.0 Executive Education Units, 6-8 weeks)

Learners gain digital marketing knowledge (digital marketing practices, measurements and analysis) to make strategic decisions. They learn how to apply digital data analysis skills to win competitive advantage.

Topics: Marketing, Business Analytics, Strategy & Innovation

4. Suffolk University, Graduate Certificate (9 Credits, 1 Semester/15 Weeks)

In this program students learn how to implement strategies based on analytics and data

Courses

- Global perspective in consumer marketing • Customer centricity and creativity in marketing •

Qualitative methods and customer insights

5. University of Wisconsin, Graduate Certificate/Online (9 Credits); Partners with digital marketing institute (American Marketing Association) dual degree

Students learn the latest technologies to analyze data to improve company performance and business decisions

E. Differentiation from Existing UMS Programs

The USM Digital Marketing Analytics program will be the only program of its kind in the UMS. With 30-credits of specific and applied digital marketing analytics coursework, the program distinguishes itself from other UMS graduate business programs. U. Maine offers a Masters in Business Administration (MBA) program which is a generalist business graduate program without speciality. The MBA program does include some 9-credit concentrations, but does not offer a concentration in marketing or digital marketing and the offered MBA analytics concentration does not include a focus on digital marketing. These differences are detailed further below:

Specialized Focus	USM Digital Marketing Analytics Program	AI marketing, and e-commerce.
	Emphasis on digital marketing and analytics with topics such as SEO, SEM, web analytics,	Content is tailored specifically to professionals aiming
		U. Maine MBA Program

Offers a broader curriculum covering broad business principles.

analytics including customer behavior analysis, digital advertising, and omnichannel strategies.

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Marketing vs. Broader Analytics
to excel in a data-driven marketing environment.

Broad, comprehensive curriculum that does not highlight certifications tied directly to digital marketing tools.

Integrates industry recognized certifications from platforms such as Google, IBM, and SEMrush ensuring students gain hands-on skills valued in the digital marketing field.

Includes a STEM option in the analytics concentration but lacks the specific digital marketing lens.

Curriculum & Certifications

Potential STEM designation, enhancing career opportunities for international students and those seeking technical, analytics driven roles.

U. Maine MBA Analytics Concentration

STEM Designation

USM Digital Marketing Analytics Program

Focused on broader applications of analytics in finance, operations, and strategy with less emphasis on marketing.

Heavily oriented toward marketing applications of

Digital Tools Emphasizes practical tools specific to marketing such as Google Analytics and social media

management platforms
Includes general analytics tools such as Tableau or Python but lacks emphasis on marketing technologies.

Career Outcomes

Graduates prepared for roles

such as digital marketing analysis, SEO specialists, and digital strategist.

Graduates prepared for roles

in broader analytics fields such as data analysis, operations, and general business strategy.

The USM Digital Marketing Analytics program should live nicely alongside the other graduate business programs currently offered within the UMS. In contrast to other programs, it provides a specialized focus on digital marketing analytics which is likely to attract an audience distinct from the U. Maine MBA's broader business management scope. The USM Digital Marketing Analytics program will complement existing UMS graduate offerings and appeal to some students seeking a specialized marketing focus, while other students will still prefer the broader U. Maine MBA.

Additionally, while there could be opportunities for collaboration with one or two of the MBA analytics courses, this is not currently built into the proposal. We'd be open to exploring potential

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collaborations, particularly around in person sections, which might fulfill international student requirements for both programs.

F. Enrollment Projections

Graduate programs have been an area of growth at USM with enrollments increasing 4.6% from 2023 to 2024 and a 9.4% increase since 2020. Likewise, there has been increased demand for our undergraduate marketing major with enrollments increasing by 75% since 2020. Given there are no other options for graduate marketing education in the U. Maine system or local area and industry trends are favorable, we expect the demand to be significant.

We project first year enrollments for this program to total 20-30 students with some portion of those starting the program in fall, spring, and summer. Assuming a split between full-time and part-time students, below is an estimate of expected enrollment, tuition revenue, and expected faculty costs for AY 25-26, AY 26-27, AY 27-28, AY 28-29, and AY 29-30.

AY 25-26 Revenue Projections

Semester	Total Students	Total Credit Hours	Revenue (\$601/cr.)
Fall 2025	5 FT		
	5 PT	90	\$54,090
Spring 2026	10 FT		
	10 PT	180	\$108,180
Summer 2026	12 FT		
	12 PT	114	\$68,514

Tuition Revenue 24 384 \$227,178 **(\$47,250)**

PT Faculty Expense \$179,928
(\$1575/credit)

Total Year One

AY 26-27 Revenue Projections

Semester	Total Students	Total Credit Hours	Revenue (\$601/cr.)
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Fall 2026	12 FT	225 \$135,225
	17 PT	
Spring 2027	17 FT	291 \$174,891
	22 PT	
Summer 2027	14 FT	165 \$99,165
	24 PT	

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Tuition Revenue		\$409,281
	681	
PT Faculty Expense (\$1575/credit)		<u>(\$47,250)</u>
Total Year Two		\$362,031

AY 27-28 Revenue Projections

Semester	Total Students Total Credit Hours Revenue (\$601/cr.)	
Fall 2027	12 FT	246 \$147,846
	24 PT	
Spring 2028	17 FT	318 \$191,118
	29 PT	
Summer 2028	14 FT	156 \$93,756
	19 PT	

Tuition Revenue	720 \$432,720 <u>(\$47,250)</u>
PT Faculty Expense (\$1575/credit)	\$385,470
Total Year Two	

AY 28-29 Revenue Projections

Semester	Total Students	Total Credit Hours	Revenue (\$601/cr.)
Fall 2028	12 FT		
	24 PT	246	\$147,846
Spring 2029	17 FT		
	29 PT	318	\$191,118
Summer 2029	14 FT		
	19 PT	156	\$93,756

Tuition Revenue **\$432,720** **(\$47,250)** **\$385,470**

PT Faculty Expense
(\$1575/credit)

Total Year Two

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720

AY 29-30 Revenue Projections

Semester	Total Students	Total Credit Hours	Revenue (\$601/cr.)
Fall 2029	12 FT		
	24 PT	246	\$147,846
Spring 2030	17 FT		
	29 PT	318	\$191,118
Summer 2030	14 FT		
	19 PT	156	\$93,756
Tuition Revenue			\$432,720
		720	
PT Faculty Expense (\$1575/credit)			<u>(\$47,250)</u>
Total Year Two			\$385,470

IV. Program Content

A. Admissions Criteria

This program is intended for domestic and international students from a variety of educational

backgrounds. A marketing degree is not required to enroll in this program. However, students applying for admission will need to have:

- Earned an equivalent of a U.S. undergraduate degree from an accredited college or university with a GPA of 3.0 or higher, or be a USM student admitted into our 4+1 pathway.
- Undergraduate statistics course with a grade of B or higher (or complete one during the first term prior to enrolling in any 600 level courses). Because of the importance of data in digital marketing it is important for students to explore data analysis methods. Descriptive and inferential statistics as well as quantitative research methodologies and multivariate data analysis will be taught in the digital marketing research Methods course included in this program.

Students will need to submit the following when applying for admission to the program:

- Application: [Online application](#)
 - Example of additional questions to be included in the application form (in the admission process) to assess applicants background/knowledge about data analysis and their motivation to enroll in the program.
 - Question 1: Have you worked with numerical data before? (Yes/No)
 - Question 2: Are you familiar with descriptive and inferential statistics (Yes/No) ◦
 - Question 3: What are your career aspirations
 - Question 4: Why are you interested in this program?
- Application fee:
 - In-state, out-of-state, and Canadian applicants: Free to apply
 - International applicants: Submit US \$50 fee to apply
- Transcripts: Official transcripts from all colleges or universities attended, excluding the seven campuses of the University of Maine System (UMS transcripts are accessible to USM). A transcript is official when sent directly from the institution.
 - International College transcripts: In addition to an official copy of the transcript, we require an official evaluation of college-level transcripts approved by one of the following transcript analysis agencies
 - [National Association of Credential Evaluation Services \(NACES\)](#)
 - [Association of International Credential Evaluators \(AICE\)](#)
- Resume: Submit a resume or CV that outlines professional, volunteer, and community experience.
- Students whose first language is not English may be required to take one of the following: Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) or the Pearson Test of English (PTE) or Duolingo. Applicants must submit official scores as part of the application process. [See additional information regarding test scores and requirements.](#)
- Essay/Personal statement
- One letter of recommendation

Applications to the program will be reviewed on a rolling basis with priority dates throughout the

year.

B. American with Disabilities (ADA) Compliance

The Digital Marketing Analytics master's degree program will comply with the Americans with Disabilities Act (ADA) and will ensure equal access for all students, regardless of disabilities. This includes creating an accessible curriculum and course materials following best practices in pedagogy such as Universal Design for Learning (UDL) principles, making sure the online platforms and tools meet the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA standards, and working closely with the USM disability services office to provide reasonable accommodations tailored to individual needs.

C. Evaluation & Accreditation

Program review for this degree program will be aligned with the AACSB accreditation review cycle.

We are working with our AACSB program manager on the necessary steps to include the new masters program into our scope of accreditation. Given our history of having multiple accredited masters programs, it is anticipated that we are well positioned to align the new program with the AACSB standards. We are currently working through the substantive change process and our proposal will be reviewed in April by the AACSB Continuous Review Committee. AACSB standards require us to submit documentation of the program, goals, assurance of learning, mission alignment, resources, etc. The standard practice is for new programs to be fully reviewed in the next accreditation cycle.

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D. The Curriculum

The graduate degree program is designed to be completed in one calendar year (Fall, Spring, Summer) with a fall start. Additionally, there are entry points into the program in the spring and summer semesters. All courses are 8-week courses and 600 level courses except the Fundamentals of Digital Marketing course.

5xx: Fundamentals of digital marketing (Google SEO & analytics certifications) In this course, students learn how the technological innovation in social media apply to the 4E framework. How digital marketers excite, educate, engage, and provide experience for consumers through various digital platforms. In addition, students explore the basics of search engine optimization.

Digital marketing strategies (Google SEO & analytics certifications SEM Rush) In this course, students are exposed to the process of designing and implementing a strategy in the digital world by using integrated marketing communication approaches. Implementing an effective digital marketing strategy allows many organizations to gain competitive advantage in this very competitive business landscape. On the one hand, students learn specifically how to establish digital marketing objectives and how to achieve these objectives by using segmentation, targeting, positioning and display

advertising. On the other hand they learn how to keep track of key performance indicators and measure the effectiveness of their strategies.

Marketing technologies/Artificial Intelligence Marketing (AR, VR, AI) This course provides an in-depth exploration of the tools, platforms, and technologies that drive modern digital marketing. In addition, in this course, students learn how companies rely on artificial intelligence technologies to collect and analyze data to make better strategic decisions. Students will learn how to leverage a variety of digital marketing technologies, including content management systems (CMS), customer relationship management (CRM) platforms, analytics tools, email marketing software, SEO tools, augmented/virtual reality, and social media management platforms. The course will cover the role of automation, artificial intelligence (AI), and data analytics in optimizing digital marketing strategies.

***Digital marketing advertising (Google suite advertising certifications)**

In the course, students learn the steps of digital advertising and promotion. They learn about the concept of big data, explore the mechanism to retrieve, organize, and analyze big data to help understand consumer's needs in order to develop a promotion campaign to position a brand effectively. Topics related to search engines, real time bidding in the digital age, click through rate, big data, and personalized marketing are explored in this course.

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Digital marketing channels: Web Design and Copy (Prereq: marketing strategies) In this course students explore the importance of all digital marketing channels including website, search engine, social media, email marketing and mobile apps. Consumers with different demographic and psychographic characteristics use different channels in search of information about products and services. Marketers want to reach the right customers, at the right time and right locations. It is important for students to understand the strategies that are appropriate for each channel.

Digital marketing research methods (IBM data science certification)

Marketing research is the systematic process of generating information to make informed business decisions. Data from various digital marketing platforms allow marketers to understand customers' needs, competitors' actions and the business environment. The objective of this course is to expose students to the process of conducting consumer research in the digital world. The stages of the process such as the determination of issues, data collection, data analysis and the implementation of action plans will be explored in this course.

Ecommerce and Online Retailing (Prereq: marketing technologies)

The objective of this course is to expose students to the content and communications of e-commerce. Students explore specifically, e-commerce platforms, their content and

purpose for the promotion of products and services.

Data visualization/Digital data mining (Stats.) (Prereq: research course) Understanding, analyzing and communicating information about data require significant statistical knowledge and communication skills. In this course, students learn how to find patterns in quantitative data in order to tell stories embedded in the data in a logical, critical, and convincing way. They utilize the TOP-T (topic, orientation, point and transition) concept to present data efficiently to an audience.

Digital Marketing Practicum (low residency)

In this course, students demonstrate an understanding of all areas of marketing by creating and implementing a digital marketing plan for organizations in the greater Portland, ME area.

Electives

Potential elective options might include:

Internship: Digital marketing analytics relevant internship

Consumer Behavior: Analyzes the relationship between consumer behavior and digital marketing data. It focuses on how behavioral data can be used to optimize marketing campaigns.

Econometrics for Digital Marketing: Focuses on the principles and methods of econometrics with a focus on their application in digital marketing

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Analytics. (We have reached out to the USM Economics Department to explore their interest and availability to potentially participate in this program. Conversations are in the very initial stages.)

Business Analytics: Focused on preparing students to extract insights from complex datasets and apply them to real-world business problems—data collection, cleaning, transformation, analysis, and interpretation to inform decision-making within an organization.

Program Course Schedule (See appendix for full five year plan including FT & PT student pathways)

Semester	First 8-weeks	Second 8-weeks
Fall	<ul style="list-style-type: none">• Fundamentals of Digital Marketing• Marketing Technologies	<ul style="list-style-type: none">• Digital Marketing Strategies• Ecommerce & Online Retailing

Spring	<ul style="list-style-type: none"> • Fundamentals of Digital Marketing • Digital Marketing Channels • Digital Marketing Research Methods 	<ul style="list-style-type: none"> • Data Visualization & Data Mining • Digital Marketing Advertising
Summer	<ul style="list-style-type: none"> • Fundamentals of Digital Marketing • Digital Marketing Practicum 	<ul style="list-style-type: none"> • Elective Option

V. Program Resources

A. Personnel

The USM School of Business currently has one full time marketing faculty member, Eklou Amendah, (teaching a 3/3) and one full time entrepreneurship faculty member, Richard Bilodeau, (teaching a 4/4) whose regular teaching load includes several marketing courses. We recently successfully completed a search for a new marketing faculty member with speciality in digital marketing (teaching a 3/3) who will begin in the fall 2025 semester. This hire will help meet current demands and also contribute to the graduate program.

Those three faculty will provide the bulk of instruction and coordination of the program. Additionally, the marketing program also has a number of longtime, part-time faculty members who teach courses for us each semester. There is also opportunity and willingness from the school's business analytics faculty, James Suleiman and Hiro Takeda, to participate in this degree program.

The majority of the graduate student advising will be done by Eklou Amendah, Richard Bilodeau, and the new full time marketing hire with support from the department chair. We are projecting being able to cover the existing undergraduate marketing major and the new graduate degree with some additional part-time sections. If we meet our outlined growth projections, we would need to consider an additional marketing hire in three years.

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B. Library Resources

The current library resources include databases sufficient for digital marketing analytics scholarship.

C. Equipment

This program is delivered mostly online with some low residency opportunities. As a result, there are few equipment needs. There will be software needs. Examples of software/digital tools to be used include: Google Analytics, Google Ads, Google Trends, social media management tools

(Hootsuite, Buffer), SEO tools (SEMrush, Moz), CRM systems, content management systems (WordPress), ecommerce (Shopify, WooCommerce, Magento/Adobe Commerce), newsletter management (Klaviyo, Litmus), data visualization platforms (Tableau, Power BI), AI (ChatGPT, Otter.ai, Breeze, Watsonx), etc.

D. Facilities

Again, this program is mostly online with some low residency opportunities. When students are on-campus (Portland) for low residency programming, they will have access to digital immersion, AI, AR/VR, and other technologies through our maker innovation space and affiliated labs.

E. Funding Sources

The University of Maine System Chancellor has promised the USM School of Business \$200,000 to help launch innovative and specialized graduate business programs.

VI. Total Financial Consideration

There are three main costs associated with starting this program. The first is additional faculty support. It is estimated that there will be a need of seven additional part-time faculty sections per year (three fall/four spring), as well as three additional summer sections, assuming undergraduate enrollments remain steady. These additional sections would be used to support either/both the existing undergraduate program and the graduate program depending on how the full time faculty are deployed each semester.

The second associated cost is the need for software subscriptions and licenses to be available for graduate student use through Brightspace.

In addition, program growth and success will require a comprehensive marketing campaign including significant exposure through digital channels.

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VII. Program Evaluation

Below are the program outcomes mapped to specific courses.

Digital marketing program outcomes:

Outcome #1: Demonstrate an understanding of the implementation of digital marketing strategy based on data driven decisions

Courses related to outcome #1:

- Digital marketing strategies
- Digital marketing advertising

- Digital marketing channels
- Digital marketing research methods
- Digital Marketing Practicum

Outcomes #2: Demonstrate an understanding of the role of conversion optimization

Courses related to outcome #2:

- Fundamentals of digital marketing
- Digital marketing channels
- Digital marketing advertising
- Digital Marketing Practicum

Outcome #3: Learn the mechanism of search engine optimization and search engine marketing

Courses related to outcome #3:

- Fundamentals of digital marketing
- Digital marketing strategies
- Digital marketing channels
- Digital Marketing Practicum

Outcome #4: Learn the importance of big data for digital marketing research

Courses related to outcome #4:

- Digital Marketing Practicum
- Digital marketing research methods
- Data visualization/Digital data mining (SP2)

Outcome #5: Demonstrate an understanding of consumer needs by exploring various digital channels

Courses related to program outcome #5:

- Digital marketing channels
- Digital Marketing Practicum

VIII. Reference Notes

IX. Appendices

[Lightcast Report](#)

[Hanover Marketing Report](#)

[Hanover Digital Marketing Report](#)

[Hanover Business Analytics Report](#)

[Digital Marketing in Maine MicroBrewery Survey Data](#)

[AACSB Report on Graduate Business Programs](#)

[Five-Year Course Schedule with FT & PT Student Pathways](#)

MEMO

Date: January 8, 2025

To: Jeffrey St. John, Vice Chancellor for Academic & Student Affairs
University of Maine system

From: Jacqueline Edmondson, President
University of Southern Maine

Regarding: Graduate Programs in Digital Marketing Analytics

The School of Business in the College of Management and Human Services at the University of Southern Maine has completed its final proposals for an M.S. in Digital Marketing Analytics, as well as a Graduate Certificate in Digital Marketing Analytics, proposed to launch in the fall of 2025.

These proposals have completed all levels of campus review in our shared governance bodies: the department of Marketing and its faculty, the School of Business, our Graduate Council, and our Faculty Senate at the University of Southern Maine. It has the enthusiastic approval of Dean Joanne Williams, Provost Adam Tuchinsky as well as myself, here undersigned. We are immensely proud to be offering the first graduate programs in marketing available in the University of Maine system.

Sincerely,



Jacqueline Edmondson, Ph.D.
President

Enclosed:

1. Final Proposal for MS in Digital Marketing Analytics
2. Final Proposal for CGS in Digital Marketing Analytics

